SC Management System
Roles, Responsibilities, Accountabilities and Authorities

SCMS Roles

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┌─────────────────┐
│       SC        │
│   Management    │        ┌──────────────────────────┐
│    Council      │        │  OneSC Program Manager/   │
└─────────────────┘        │     Principal Deputy      │            ┌─────────────────┐
                           └──────────────────────────┘            │       SC        │
┌─────────────────┐                                                 │  Organizational │
│ OneSC Integrated│                                                 │     POC's       │
│ Project Team for│        ┌──────────────────────────┐            └─────────────────┘
│  Reengineering  │        │   Management System       │
└─────────────────┘        │     Owner/ POC            │
                           └──────────────────────────┘
┌─────────────────┐
│      SCMS       │
│   Operations    │        ┌──────────────────────────┐
│     Center      │        │  Management System        │
└─────────────────┘        │  Development  Teams       │
                           └──────────────────────────┘

Legend:
─────── Reporting Link      ┌──────────────────────────┐
·········· Communications Link │  Subject Area SME(s)/    │
                           │  Reengineering Teams      │
                           └──────────────────────────┘
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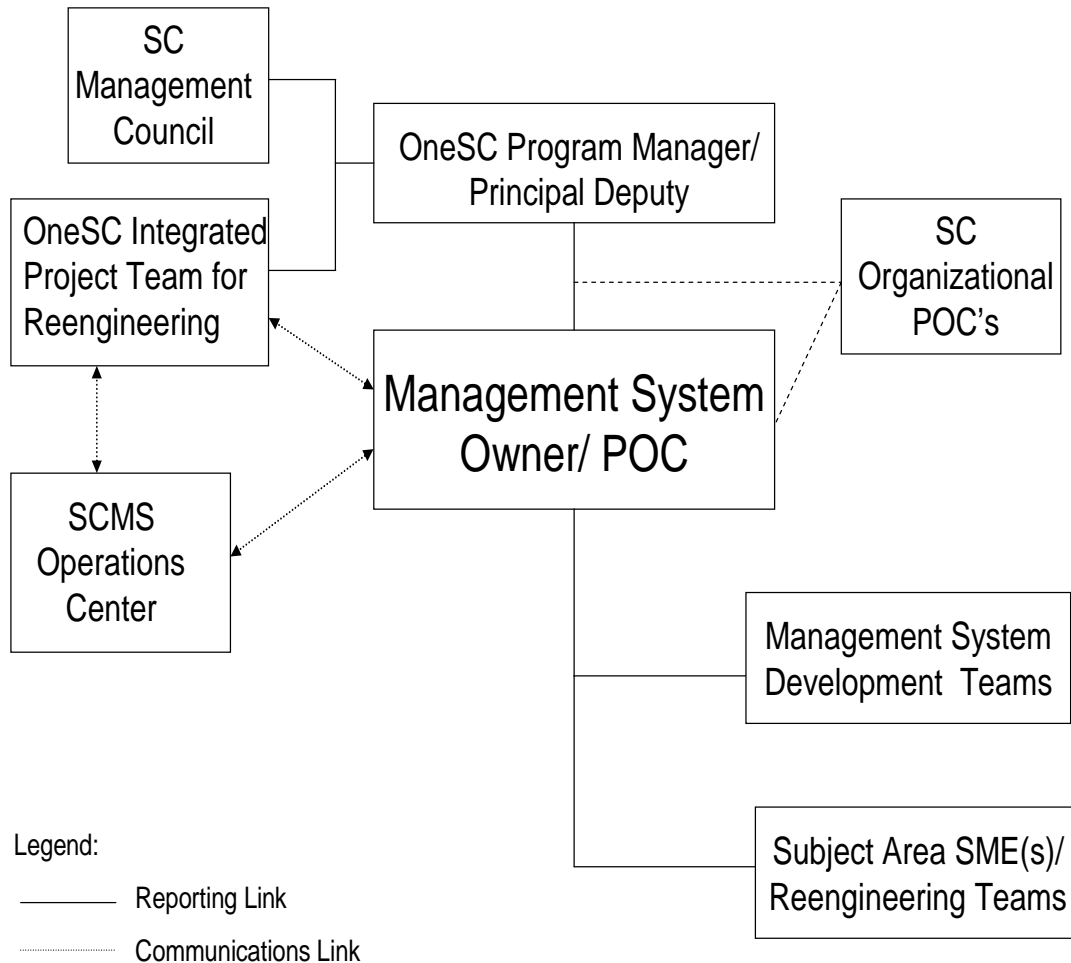
PRIMARY ROLES:

Management System Owner

Role: Provide senior leadership on behalf of the Office of Science (SC) to develop and maintain the assigned SC management system (MS), serving as single point-of-contact for the Office of Science on governing requirements and their implementing procedures.

Responsibilities:

Reengineering:
1. Complete reengineering of the assigned MS in accordance with the OneSC Phase 2 Goals and Reengineering Principles contained in Attachment 2. The OneSC Reengineering Project is establishing uniform procedures for both managing requirements and developing deliverables. These uniform procedures are included in the Requirements Management System within the Office of Science Management System (SCMS). You will receive additional information on this in July. Documents to be developed include:
    - Management System Description (MSD)
    - Subject Areas (SAs) and their implementing procedures (e.g. OneSC procedures)
    - Action plan and schedule to complete reengineering

2. Designate a management point-of-contact to provide hands on direction and oversight during reengineering as appropriate.

3. Establish a Management System Development Team for the July session consisting of senior representatives from Integrated Support Center organizations, HQ Staff and Program Offices and Site Offices. Consideration should be given to including senior technical staff from non-SC organizations. The team will define the requirements, scope, interrelationships and SAs of the MS and establish a reengineering action plan and schedule, capturing all actions necessary to complete reengineering.

4. Ensure that requirements governing the MS are assessed in accordance with the procedures provided in the Requirements Management SA and that implementing procedures are developed. Requirements may originate from a wide variety of sources including federal and state laws, federal regulations, management expectations, and/or good business practice.
    - Appoint a primary Subject Matter Expert (SME) to provide technical expertise in the analysis of each requirement assigned to the MS in accordance with procedures contained in the Requirements Management Subject Area and to prepare draft documents for use by subject area reengineering teams. The SME is to work with SMEs representing other SC and DOE organizations as required to complete analysis of designated requirements.

5. Beyond July, establish a reengineering team for each Subject Area that represents a cross-section of SC as well as organizations outside SC and DOE as appropriate to ensure a balance between SMEs and users in development of subject areas and their implementing procedures. Each team is to be comprised of representatives from:

- Site Offices
- Integrated Support Center (Chicago and Oak Ridge)
- SC Program Offices
- SC Staff Offices
- Other DOE functional organizations where appropriate (e.g. ME)
- Technical experts outside DOE where appropriate
- Users of subject area
- SC Contractors

7. Ensure cost effective, practical solutions are developed to address SC's implementation of applicable requirements with a focus on reducing the cost of doing business within the National Laboratories.

8. Review all local/organizational directives and procedures applicable to subject area to identify those that are unnecessary or have no value added and eliminate them. Identify those that were eliminated by the reengineering process. If a local directive/procedure should be retained, include them and the basis for retaining in the Subject Area approval package for final decision by the OneSC Program Manager/Principal Deputy.

9. Identify SC staff who will be users of, or who have expertise in, the content covered by each subject area to be on distribution to review draft procedures and provide comments.

10. Circulate draft documents to SC organizational points-of-contact and other reviewers identified according to procedures in the Product Development SA for review and comment prior to finalizing to ensure documents can be implemented by all organizations, any concerns and/or conflicts are addressed, and the need for additional site specific procedures are identified.

11. Resolve issues, raising those that cannot be resolved by the Management System Owner (MSO) to the appropriate SC Principal for decision in accordance with procedures contained in the Product Development SA.

12. Advise the OneSC Program Manager if comments are not received from a representative sample of the SC organization.

13. Identify areas in the MS that are impacted by or impact other management systems and identify additional coordination/work that is needed as those systems are reengineering.

14. Identify potential impacts to current SC workforce/staffing from implementation of the newly designed system and include specifics in approval package.

15. Define steps and one time costs required to implement the approved products throughout SC, including training requirements. Identify impact on cost of operations at National Laboratories.

16. Prepare SCMS document approval package in accordance with procedures in Products Development SA.

17. Present reengineered processes to the SC Management Council in the standard format provided in the Requirements MS to obtain corporate feedback. This presentation is to include:
    - A brief overview of the reengineering process
        - Team representation
        - Dates of reengineering sessions
        - Summary of SC-wide review of documents and assessment of input received
    - A description of the MS, including SAs
        - Graphical diagram of MS
        - Description of interfaces with SC Principals and external organizations
    - How the reengineered procedures met the Reengineering Principles
        - OneSC Procedures - track how work was done before reengineering to the new procedure
        - Specific situations where status quo was challenged and describe changes made and procedures/steps eliminated
        - Impact on cost of operations at National Laboratories
        - Identify local/organizational directives and procedures that were eliminated by reengineered procedure. Identify those that cannot be eliminated and require approval by OneSC Program Manager/Principal Deputy
        - Assess staffing impacts, training impacts and other one-time costs offset with later savings
        - Identify areas in MS that are impacted by or impact other MSs and that require additional coordination or work as those systems are reengineered.
    - Lessons learned from Reengineering

18. Submit SCMS products to the OneSC Program Manager/Principal Deputy Director for final approval. The need for organizational procedures must also be approved by the OneSC Program Manager/Principal Deputy Director.

19. Following approval, transmit final MS work products to the SC SCMS Operations Center for deployment on the SCMS web site.

20. Identify training needs on MS products, new or revised

21. Coordinate with the Integrated Project Team and the SCMS Operations Center to execute the MS/SA action plan.

22. If schedule or resource constraints prohibit the reengineering of all subject areas within the MS during Phase 2, seek approval from the OneSC Program Manager/Principal Deputy to enter a process currently in use at one of the SC offices into SCMS. Develop a schedule and action plan to reengineer the delayed subject area(s) at a later time.

Management System Operation and Maintenance:
1. Maintain management system products according to guidelines contained in the Requirements MS to ensure all documents remain current.

2. Coordinate the review of new and revised requirements assigned to the MS in accordance with the procedures in the Requirements MS, ensuring that an SC perspective is addressed.

3. Ensure new requirements are incorporated into SCMS documents in a timely manner to maintain MS integrity.

4. Evaluate proposed changes to subject areas and procedures and initiate actions to modify documents as required.

5. Maintain an operational awareness related to functions of the MS to stay abreast of trends potentially impacting the MS.

6. Provide support to SC managers and staff regarding implementation of procedures contained in the MS.

7. Establish and maintain effective interfaces with other MSOs to ensure linkages between systems are established and duplication is eliminated.

8. Continuously improve performance of the MS by assessing system performance and addressing performance and implementation issues identified from customer feedback, staff suggestions, and other assessment activities.

Accountabilities:
1. To the OneSC Program Manager/Principal Deputy Director for:
   - Representing SC-wide interest in analyzing requirements and developing subject areas and OneSC implementing procedures, ensuring that other DOE Program Secretarial Officers' interests are addressed.
   - Delivering and maintaining high quality SCMS products in accordance with established procedures that present the most efficient and effective means of accomplishing work.

2. To SC staff for ensuring timely development and delivery of SCMS products meeting OneSC needs for safe, secure, effective and efficient operations.

Authorities: As delegated by the OneSC Program Manager/Principal Deputy Director.

Management System Point-of-Contact

Role: Support MSO by serving as a primary liaison with subject area reengineering teams and the SCMS Operations Center.

Responsibilities: As defined by the MSO, provide hands-on support to execute the MSO's following key responsibilities:

1. Reengineering:
    - Establish and participate on MS development team
    - Analyze requirements
    - Establish subject area reengineering teams
    - Ensure straw documents and other background material are available to subject area reengineering team members prior to formal sessions
    - Preside over subject area reengineering teams, working closely with the facilitator, to ensure the defined objectives are met and products are delivered on schedule
    - Identify training needs for implementing the MS subject areas and assist in development of training materials as needed

2. System Operation and Maintenance:
    - Analyze new or revised requirements for impact on MS content
    - Oversee product revisions to ensure content is current
    - Assess implementation of and adherence to MS procedures to ensure consistency in application and to identify needed system modifications.
    - Review proposed changes to MS documents and recommend appropriate action to the MSO

Accountabilities: To the MSO as defined by the MSO.

Authorities: As delegated by the MSO.

Management System Development Team Members

Role: Provide senior level expertise to the MSO in defining the scope of the MS, writing the MSD and developing a reengineering action plan based on familiarity with the functional area or as a user of services/products.

Responsibilities:
1. Participate on the MS development team to develop the MSD:
    - Review and validate requirements mapped to the MS to determine scope of the MS and its subject areas/implementing procedures
    - Identify specific roles and responsibilities pertaining to the MS
    - Identify the key services/products provided by the MS
    - Identify services and other inputs required by the MS to operate
    - Identify interdependencies with other MSs

2. Develop an action plan and schedule to complete all reengineering activities of the MS.

3. Complete follow-up actions as required to complete development of the MSD and the action plan.

4. Review products developed by subject area reengineering teams to ensure applicability to the SC organization, accuracy and implementability by all SC organizations.

Accountabilities:
1. To the MSO for being an active, knowledgeable participant on the MS development team.

2. To SC for ensuring that the MS is developed in the best interest of the SC enterprise.

Authorities: As delegated by the MSO.

Subject Area Reengineering Team Members: Subject Matter Experts and SA Users

Role: Represent organizational element and/or area of expertise on subject area reengineering team and in the maintenance and operation of reengineered systems, ensuring that the best interests of SC are maintained.

Responsibilities:

Reengineering:
1. Lead SA SME:
   - Involve SMEs in other SC offices (i.e. Program, Staff, and Site Offices; and the Integrated Support Center) in areas of responsibility.
   - Analyze designated requirements in area of expertise in accordance with the Requirements Management process.
   - Recommend procedures for implementing requirements and develop draft procedures for consideration by SA reengineering teams.
   - Determine and provide background information that would be beneficial to subject area development teams.
   - Provide technical leadership to subject area development teams, working with the facilitator and technical support to ensure accuracy and consistency of documents generated.
   - Perform final technical review of subject area and procedures developed.
   - Provide technical guidance in areas of expertise to facilitate implementation of procedures.

2. Supporting SMEs:
   - Provide technical expertise to analysis of requirements.
   - Prepare and actively participate on subject area subject area reengineering teams, bring technical expertise to the development of implementing procedures.
   - Be open to ideas of other team members and to changes in the way business is conducted.
   - Serve as a resource to home organization as well as other offices during review/comment and implementation of reengineered procedures for each SA.
   - Provide technical guidance in areas of expertise to facilitate implementation of SA procedures.

3. Subject Area Users
   - Provide the Lead SME with existing procedural documents related to the subject area being reengineered prior to the first reengineering session.
   - Prepare for and actively participate on subject area reengineering teams, bringing the perspective of a procedure user to ensure reengineered subject area procedures can be implemented.
   - Be open to ideas of other team members an to changes in the way business is conducted.
   - Serve as a resource to home organization as well as other offices during review/comment and implementation of reengineered subject areas and procedures.

Subject area operation and maintenance:
1. Lead SME:
   - Maintain content of designated subject areas and procedures
   - Serve as the authority on a subject area and/or procedure when so designated
   - Respond to and address all questions/concerns from SC employees regarding content
   - Stay current on requirements and other information that affect SA
   - Continuously assess and improve quality of SA procedures
   - Monitor ongoing use of subject area procedures to identify issues or inconsistencies in application
   - Initiate changes to procedures as necessary
   - Respond to needs of SCMS Operations Center to keep SCMS operational

2. Supporting SMEs:
   - Stay current on subject matter to help maintain accuracy of documents, notifying lead SME of the need for revision
   - Provide technical guidance to SC in area of expertise when requested
   - Continuously assess and improve quality of SA procedures
   - Monitor ongoing use of subject area procedures to identify issues or inconsistencies in application and provide information to Lead SME
   - Recommend changes to procedures as necessary

3. Subject Area Users:
   - Serve as a resource to home organization on subject area operation
   - Recommend changes to procedures based on observation and feedback

Accountabilities:
1. To the MSO for knowing requirements/regulations and developing/maintaining subject area and its effectiveness.

2. To staff for ensuring delivery of products needed for safe, effective and efficient operations.

3. To SC for ensuring that requirements are appropriately analyzed and implemented through SCMS documents.

4. To home organization to represent needs and capabilities in reengineering procedures.

5. To SCMS Operations Center for addressing their concerns.

Authorities: As delegated by the MSO and manager of the home organization on behalf of that organization.

SUPPORTING ROLES:

Integrated Project Team Members (during duration of the Project)

Role: Manage and provide technical expertise to the OneSC Phase 2 Reengineering Project.

Responsibilities:
1. Complete a project plan defining project scope, cost, and schedule.

2. Execute the plan, monitoring and reporting progress against the plan.

3. Acquire and train facilitation and technical support resources to assist MSOs in reengineering efforts.

4. Provide direction and oversight to all reengineering activities, developing and maintaining an integrated reengineering schedule and ensuring objectives are met and required documents are produced.

5. Provide training to reengineering participants as well as ultimate users of SCMS products.

6. Provide briefings to SC organizations on SCMS and its use in SC.

Accountabilities:
1. To the OneSC Program Manager/Principal Deputy Director for Project results.

2. To all SC employees for delivery of quality SCMS products and web application tool.

3. To SCMS Operations Center for addressing their concerns.

Authorities: As delegated by the OneSC Program Manager/Principal Deputy Director.

SCMS Operations Center Staff

Role: Provide day-to-day operation of the SCMS including its web application tool and supporting subject areas, to ensure reliable, efficient services to SC.

Responsibilities:
1. Requirements Management:
   - Implement the SC requirements management subject area, serving as central point for receipt and processing of new and draft requirements.
   - Provide assistance to MSOs when requested, to develop and maintain SCMS documents, establish review distribution lists, and compile review comments.
   - Maintain requirements database.

2. Product Development and Control:
   - Track development efforts from inception to completion.
   - Convert SCMS documents into format for web application tool deployment.
   - Perform final check-off of SCMS documents to ensure they meet acceptance criteria.
   - Ensure proper approval of SCMS documents.
   - Maintain quality and configuration management control for SCMS system.
   - Provide support resources as needed for development of new or revised SCMS products.

Accountabilities:
1. To SCMS owner for timely and efficient operation of SCMS.

2. To all SC employees to provide timely information and ensuring prompt resolution of concerns.

Authorities: As assigned by SCMS MSO.

Organizational Point-of-Contact

Role: Serve as liaison between organization (Site, Program, Staff Offices and the Integrated Support Center) and MSOs/MSO Points-of-Contact and the SCMS Service Center for all SCMS activities.

Responsibilities:

Reengineering:
1. Receive SCMS notifications of subject area reengineering sessions and recommend appropriate organizational involvement to manager. Prepare response to notification by specified deadline.

2. Receive draft SCMS documents and distribute the documents for review and comment to staff within organization who have knowledge of the SA or who will be users of the SA procedures.

Operations and Maintenance:
1. Monitor implementation of SCMS processes within organization, providing feedback to manager if processes are not followed.

2. Provide feedback to the OneSC Project Team and/or SCMS Operations Center on issues or opportunities for improvement.

3. Coordinate SCMS related training for organization.

4. Serve as principle organizational point-of-contact for MSO/MSO POC when SCMS is operational

5. Receive draft SCMS documents and distribute them for review/comment to staff who have knowledge of the SA or who will be users of the SA procedures.

Accountabilities: To organizational manager for prompt and through communication of SCMS documents and resolution of issues with MSO.

Authorities: As assigned by organizational manager.

SC Management Council Members

Role: Provide advice regarding the OneSC Phase 2 Reengineering Project during the duration of the Project and on a continuing basis regarding the operation of the SC Management System.

Responsibilities:
1. Advise the Director/Acquisition Executive, OneSC Program Manager/Principal Deputy Director, and the Chief Operating Officer on the OneSC Phase 2 Project and the SCMS.

2. Provide perspective from all organizational components of SC to OneSC Phase 2 Project Team and MSOs.

3. Provide forum to advise on policies and procedures governing the OneSC Phase 2 Project and SCMS Operations during development and operations.

4. Serve as final review point for MSDs and supporting SA procedures to ensure the mission and goals of SC as a corporate entity are met.

5. Provide a forum for issue resolution and advise SC-2 and SC-3 regarding issues affecting SC-wide procedures that cannot be resolved at the MSO level.

6. Recommend independent project reviews, if necessary.

7. Champion the Project.

Accountabilities:
1. To SC-1, SC-2, and SC-3 for advice to the OneSC Phase 2 Reengineering Project and SCMS Operations.

2. To all SC organizations to provide a forum for resolving issues in the best interest of the SC enterprise.

Authorities: As delegated by the Principal Deputy Director.